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Impact of social capital on employees' job performance of Forensic Medicine Organization

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Abstract
The aim of this study is to investigate the relationship between social capital among employees with their job performance in Tehran's Forensic Medicine Organization. The study population consisted of all the employees of Tehran's Forensic Medicine Organization in 2015 that based on available statistics are 120 employees that because of limited statistical population, sampling has not been done. To collect data, two instruments were used to measure including social capital questionnaire of Nahapiet and Ghoshal (1998), with average reliability coefficient of 93% and job performance questionnaire of Hersey and Goldsmith Achiu model with average reliability coefficient of 88%. Descriptive statistics were used to describe the data and to analyze and evaluate the research hypotheses; test of inferential statistics including univariate regression analysis was used. While confirming the research hypotheses, results showed: Structural, cognitive and communicative dimensions of social capital of employees have an increasing and positive impact on their job performance and this effect is statistically significant.

Keywords: *social capital, job performance, Tehran's Forensic Medicine Organization*

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1.Introduction

A dynamic and alive community includes a group of people that towards each other have interaction, people who have mutual relations together and based on trust, respect, cooperation and solidarity. Social scientists such as sociologists to investigate the quantity and quality of such social relations have taken advantage of the concept of social capital. This concept refers to links and relationships of members of a network as a valuable source that with the creation of norms and mutual trust causes the realization of the goals of the members. In the most general level, social capital is characteristics of a society or social group that naming the capacity of collective organization and unselfish or criteria that will facilitate the implementation of contracts (Tajbakhsh, 2005). Laurie (1977) considers social capital as a set of resources that is inherently in community organizations and is effective in socialization of individuals and cognitive and social development. "Laurie" considers social capital as a social relation among those who have common economic interests and their link is created by common values and positive individual trends that can have favorable outcomes such as improvement of results of economic activities (Quoted from: Fanakar Bahri, 2008). One of the main issues that managers are faced it is the improvement of employees' performance and thus increase the productivity of the organization. In the current research, among factors affecting employees' performance, the social capital is investigated. Social capital is based on several definitions, interpretation and different application. David Halpern suggests that the popularity of social capital for policy makers is due to dual mode of this concept that is due to "economic strong spirit in expressing the importance of groups". The popularity of this concept for researchers is partly due to the wide range of results that social capital can justify (Halpern, 2005). The number of applications is led to a multiplicity of definitions. Social capital as: describing superior management performance (Moran, 2005), the improvement of efficiency of groups with different actions (Karson, 2005), the value of advised alliances (Prescott, 2002) and has been used to strengthen supply chain relationships (Sparks, McGrath, 2005). John Dewey is the first person that directly used the term "social capital" in the "School and Society", but did not provide a definition for it.

Based on the results of research in the field of management, managers must pay attention to this capital as the main axis of management in organizations to achieve the goals easily is done (Abdul Baghi, 2008). And it is necessary to increase it, various programs to be considered. Encourage to the creation and strengthening of social institutions is one of the structural solutions of increasing social capital (Alavi, 2001). Government managers through a sense of social responsibility, unity and solidarity with the community and commitment to ethical principles overcome reducing employees' trust and help to create social capital and confidence and trust space (Amirkhani et al., 2008).

In this relationship for the theoretical investigation of subject, based on a variety of perspectives and different views tried to use theories that have more relationship with these concepts and somehow are able to explain the subject studied. Coleman considers social capital a source for the individuals actions, which are inherently present in the structure of actors relations together and the relationship between them (Tajbakhsh, 2005). Coleman believes that social capital is defined by its function. In his view, social capital is not a single object, but also the kinds of things that have common characteristics: All of them include an aspect of a social structure and facilitate actions of certain persons who are within the structure. The value of concept of social capital is mainly in the fact that certain aspects of the social structure is detected their functions, a function that is specified by the concept of "social capital". Value of aspects of

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social structure is for actors that as resources of actors can use them for fulfill their interests (Coleman, 1998). Comments of Coleman, Patnam, Bourdieu in the field of social capital and assessment of employees' performance are considered practical where working of people in relation to how to carry out the task in assigned jobs to systematically is measured (Saadat, 2003; Mahdavian, 1998); Potential talent and abilities of employees is specified to improve tasks and grow in their careers; The preferred method of stimulating employees be clear (Dessler, 2000); Normally in the importance and impacts of performance evaluation is pointed about the same cases as follows: Manpower planning, recruitment and selection, training and development of human resources, compensation system design, determination of career development, recognition of talent and abilities of human resources, design incentive system, determine the validity of employment tests, and create an atmosphere of trust (Saadat, 2003; Meyer and Davis, 1997; Murphy & Cleveland, 1995) In such cases, each of them shoes the expected results of the evaluation of HR function. The performance evaluation requires effective system that is able to design and guide and promote appropriate plans of evaluating the performance of human resources. If system of performance evaluation not is able to show its effectiveness, it will lose its value, in the present study, three-dimensional models of Nahapiet and Ghoshal are used that social capital consists of three dimensions: structural, cognitive and communicative.

Therefore, the performance evaluation requires effective system that is able to design and guide and promote appropriate plans of evaluating the performance of human resources. If system of performance evaluation not be able to show its effectiveness, it will lose its value. The question of what is the impact of social capital on job performance of employees of Forensic Medicine Organization is a question that researcher are looking for an answer to it and this impact to what extent is effective on the employees' job performance?

2. Research background

By analyzing some studies in this field can point to several similar cases, Asgari et al (2013) in one study titled, the relationship between perceived organizational support and employees' job performance in sports and youths offices of western provinces of Iran showed that, there is a strong, positive and significant relationship between organizational support and job performance. The more the organization has more support from employees, this leads directly to increase employees' job performance. Khodadeh Kashi (2013) about social capital and, job burnout and their impact on employees' job performance of an organization, showed that variables such as entrepreneurship, collective identity, participatory management can act in any organization as a moderating variable and alter social capital and each of the dimensions. Also, life satisfaction, aspects of occupational activity, performance and success, job satisfaction, organizational culture, social identity and emotional intelligence, can alter social capital and each of its dimensions. Khomrniya et al (2011) in a study entitled, assessment and design social capital model in hospital nurses, reported that women nurses in the hospital have a lot of burnout. Social capital (two components of trust and the spirit of forgiveness) also have a significant relationship with burnout and influence it. Shahnazdust et al (2011) in a research titled, investigating the relationship between burnout and job protection with social capital nurses, showed that, there is an inverse correlation between authorities and emotional exhaustion. The more the official support, emotionally feel more secure.

Hoseiniyan, Majidi and Mokhtarezaie (2009) in a study entitled, factors affecting job performance of combating trafficking found that, perceived organizational support as one of the factors affecting job performance has a significant positive impact on it. Hezar Jaribi,

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et al (2011) in a study entitled the relationship between social capital and job burnout of PE teachers indicated that; Social capital in employees and particularly in this study in physical education teachers can have a positive and constructive impact in preventing job burnout and even reducing it. Also in regular course work, measures related to work motivation in line with prevent and delay burnout is recommended. Daliry, Alavi and Pourezzat (2008) in a study entitled, the role of social capital in the development concluded that; Managers should also consider the capital as the main focus of management in their organizations to achieve the objectives easily be done. Given the importance of social capital, it is necessary to consider variety of programs to increase it, encourage to the creation and strengthening of social institutions is one of the structural solutions of increasing social capital. Survey research conducted abroad show; Boyas et al (2012) in a study entitled, investigating the relationship between capitals based on employment, job stress, burnout, social capital and job performance showed that, in older individuals has more impact on reducing job stress. With increasing age, the impact of social capital and relationships in it will be more and finally leads to reduce job burnout and working pressure of these people. Gachter et al (2011) in a research titled, the relationship between stress and police pressure on social capital found that, by increasing the social capital, the rate of job burnout gets lower, mental and physical problems will be less. There is negative and significant relationship between social capital and job burnout. Greve, A., & Benassi, M.,& Dag Sti, A (2010) in a study entitled, investigating the share of human and social capital in international productivity of sociological have shown that one of the major works of social capital is the increase of labor productivity in organizations. Gelbard, R., & Carmeli, A (2009) by conducting a research investigated the impact of organizational support on information and communications technology project success, the results of their study showed that organizational support has positive and significant relationship with performance of budgeting and scheduling. The variable impact of task performance and performance of budgeting and organizational support time on task performance was positive and significant. Research results of Bandiera et al (2008) as the relationship between personal initiative, organizational social capital and employees' job performance of manufacturing centers shows; between the dimensions of organizational social capital and job performance was obtained a significant relationship. With increasing organizational social capital of employees, their job performance increases. Bandiera, Barankay and Easul (2008) in a study titled, social capital and formation of producing its consequences on job performance found that, forms of organizational and social capital and social communications in managers and employees has a positive impact on their job performance. Proper job performance as a result of the existence of social capital will have better results. Nafukho and Brooks (2006) in a study entitled human resource development, social capital and emotional intelligence showed that social capital needs further research and its impact on organizational performance should be more transparent.

Organizations that invest in human resource development cannot ignore the important role of social capital and trained and educated employees need an environment that motivates them to grow and develop, also create such an environment can be achieved only through investment on social capital. Hochovarter (2006) in an article regarding social skills, with organizational support and job performance in two groups of sales representatives and customer service personnel have reported; there is a high positive correlation coefficient between job performance and organizational support of employee. The more the organizational support is stronger and more, there is better job performance in the workplace and between

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the employees. Nahapiet and Ghoshal (1998) in a study entitled, intellectual capital and organizational academy capital in the Management showed that; organizations with high levels of social capital probably will be more successful than their rivals and the existence of intellectual capital and appropriate academy with conditions of organizations can cause the progress in successes. Knack & Keefer (1997) in a study titled social capital, trust and off economic output showed that, increasing social capital and trust causes increase of job performance and economic growth in organizations, social capital in organization facilitates trust, and provides the field to express and legality of collective goals of people. Social capital plays a role in increasing economic and organizational performance and changes. Fukuyama (1995) in a study entitled, social virtues and the creation of social welfare and role of trust in organizations concluded that, trust and shared vision in the heart is the creating and maintaining organizations that run successful, trust between economic institutions is as a source of competitive advantage. One of the effects of social capital in organizations is considered the increase of labor productivity.

3. Research hypotheses

3-1 social capital affects job performance in the structural dimension of Forensic Medicine Organization's employees.

3-2 social capital affects job performance in the cognitive dimension of Forensic Medicine Organization's employees.

3-3 social capital affects job performance in the communicative dimension of Forensic Medicine Organization's employees.

4. Research Methodology

This research is descriptive -survey and its nature is a correlation. The study population consisted of all employees of the Forensic Medicine Organization that is 120 people. Due to the limited population, sampling is not done and sample size and population is equal that is 120 people. The data collected method in this study is library (using doctoral thesis, dissertations, papers, periodicals and journals -Research, books and the Internet) and to collect data, two standardized questionnaires were used . Social capital questionnaire of Nahapiet and Ghoshal (1998) has three structural, communicative and cognitive that consider very important seven subscales and job performance questionnaire of Hersey and Goldsmith Achiu model, feedback factor which includes training every day and formal evaluation in performance of individuals. Seven components encompassing Achiu model include: the ability, clarity, support, motivation, evaluation, reliability and the environment. Determine the validity of questionnaire was done based on content validity and determining the reliability of questionnaire, the reliability of these instruments (efficiency) by Moshabaki (2001) through Cronbach's alpha coefficient formula was announced 0.83, Haghighatjoo has calculated the reliability of the questionnaire through Cronbach's alpha coefficient formula 0.89. Moreover, the reliability based on Cronbach's alpha in this study, for social capital questionnaire (0.93) and job performance questionnaire (0.88) is obtained. So this instrument has desirable reliability. For the analysis of data using the software spss, descriptive and inferential statistics were used.

5. Findings

5-1 descriptive findings (demographics data)

Findings of inferential statistics show that 53.3 percent are men and 46.7 percent are women. The most age range in individuals as much as 50.8% belongs to the age group between 30 to 40 years and the age group between 20 to 30 as much as 1.7% has the lowest sample size. The majority of those surveyed (44.2%) have a Bachelor's degree and minimum sample of 5% has diploma degree. Work experience of sample size as much as 40% belongs to people with work experience of 10 to 15 years, people with a work experience of fewer than 5 years as much as 2.5 percent have the minimum sample size.

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index	Dimensions and components	Average	SD
Structural		2.89	0.65
Cognitive		3.03	0.69
Communicative		3.01	0.61
Overall (social capital)		2.98	0.65

Table 1. Descriptive statistics of dimensions of social capital

index	Dimensions and components of job performance	Average	SD
Ability (1-3)		2.97	0.78
Understanding job (7-4)		2.63	0.62
Organizational support (11-8)		2.75	0.75
Motivation (15-12)		2.19	0.78
Performance feedback (19-16)		2.83	0.63
Credit (23-20)		2.63	0.82
Environmental Compatibility (26-24)		2.64	0.90
Overall (job performance)		0.53	2.65

Table 2. Descriptive statistics of dimensions of job performance

5-2 describing the research variables

Table 1 and 2 shows the state of research variables,

Results of Table one shows among dimensions of social capital, cognitive dimension with average of 3.03 is allocated the most level and structural dimension with average of 2.89 is allocated to the lowest level. The overall average of social capital is equal to 2.98.

The results of Table 2 shows among dimensions and components of job performance, the ability of employees with an average of 2.97 is allocated the highest level and component of "motivation" with average of 2.19 is allocated the lowest level. The overall average of job performance of employees is equal to 2.65.

5-3. inferential findings

After the test of Kolmogorov-Smirnov on normal and non-normal of distribution of data, the results showed that the data have a normal distribution. Parametric tests were used for data analysis.

5-3-1 first hypothesis

Structural dimension of social capital has an impact on employees' job performance of Forensic Medicine Organization.

To answer this hypothesis, the univariate regression test was used. That is, the correlation between variables was calculated to be achieved the relationship between variables and then regression test was used to predict the dependent variable (job performance of employees) with respect to the independent variable (structural dimension of social capi-

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Deviation error of estimation	Moderated coefficient	Coefficient of determination	Correlation coefficient
12.21836	0.238	0.244	0.494

Table 3. Regression coefficient of determination

Index	Source	Sum of squares	Degree of freedom	Average of squares	F level	Significant level. sig
Regression effect		5697.583	1	5697.583	38.165	0.001
Remaining effect		17616.0	118	149.288		
Sum		23313.592	119			

Table 4. summary of the regression analysis of job performance of employees through structural dimension of social capital

Index	Beta coefficient		Standard beta coefficient	t ratio	Significant level. sig
	B	Standard error	Beta		
Fix amount	38.118	5.013		7.604	.000
structural dimension of social capital	1.310	.212	.494	6.178	.000

Table 5. A variable that is entered to the regression equation

tal).

Results of Table 3 shows the regression coefficient of determination is equal to R2=0.244 that this shows that 24.4 per cent of the variation of the job performance of employees is related to the structural dimension of social capital.

In Table 4 related to the observed variance analysis (f =38.16 and 118 and df=1), "structural dimension of social capital" in determining job performance of employees is significant. (sig <0.05)`

According to the standard coefficient of separating regression (Beta) in Table 5 and the results can be concluded that the structural dimension of social capital has an increasing and positive impact on their job performance and with respect to the beta, this impact is statistically significant. (sig <0.05). Regression equation is as follows:

$\breve{Y}$ = a+ bx1 =employees' job performance =(38.118)+ 1.310 structural dimension of social capital

Based on the above evidence, the first hypothesis is confirmed.

5-3-2 second hypothesis

Cognitive dimension of social capital has an impact on employees' job performance of Forensic Medicine Organization.

To answer this hypothesis, the univariate regression test was used. That is, the correlation between variables was calculated to be achieved the relationship between variables and then regression test was used to predict the dependent variable (job performance of employees) with respect to the independent variable (cognitive dimension of social capital).

Results of Table 6 shows the regression coefficient of determination is equal to R2=0.274

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Deviation error of estimation	Moderated coefficient	Coefficient of determination	Correlation coefficient
11.97706	0.268	0.274	0.523

Table 6. regression coefficient of determination

Index	Source	Sum of squares	Degree of freedom	Average of squares	F level	Significant level. sig
Regression effect		6386.509	1	6386.509	44.521	0.001
Remaining effect		16927.082	118	143.450		
Sum		23313.592	119			

Table 7. summary of the regression analysis of job performance of employees through cognitive dimension of social capital

that this shows that 27.4 per cent of the variation of the job performance of employees is related to the cognitive dimension of social capital.

In Table 7 related to the observed variance analysis (f =44.5 and 118 and df=1), "cognitive dimension of social capital" in determining job performance of employees is significant. (sig <0.05)

According to the standard coefficient of separating regression (Beta) in Table 8 and the results can be concluded that the cognitive dimension of social capital has an increasing and positive impact on their job performance and with respect to the beta, this impact is statistically significant. (sig <0.05). Regression equation is as follows:

$\breve{Y}$ = a+ bx1=employees' job performance = (38.118)+ 1.310 cognitive dimension of social capital

Based on the above evidence, the second hypothesis is confirmed.

5-3-3 third hypothesis

Communicative dimension of social capital has an impact on employees' job performance of Forensic Medicine Organization.

To answer this hypothesis, the univariate regression test was used. That is, the correlation between variables was calculated to be achieved the relationship between variables and then regression test was used to predict the dependent variable (job performance of employees) with respect to the independent variable (communicative dimension of social capital).

Results of Table 9 shows the regression coefficient of determination is equal to R2=0.199 that this shows that 19.9 per cent of the variation of the job performance of employees is related to the communicative dimension of social capital.

In Table 10 related to the observed variance analysis (f =29.4 and 118 and df=1), "communicative dimension of social capital" in determining job performance of employees is significant. (sig <0.05)

According to the standard coefficient of separating regression (Beta) in Table 11 and the results can be concluded that the communicative dimension of social capital has an increasing and positive impact on their job performance and with respect to the beta, this impact is statistically significant. (sig <0.05). Regression equation is as follows:

= a+ bx1=employees' job performance = (38.118)+ 1.310 communicative dimension of social capital

Based on the above evidence, the third hypothesis is confirmed.

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Index	Beta coefficient		Standard beta coefficient	t ratio	Significant level. sig
	B	Standard error	Beta		
Fix amount	35.910	4.977		7.215	.000
Cognitive dimension of social capital	1.535	.230	.523	6.672	.000

Table 8. a variable that is entered to the regression equation

Deviation error of estimation	Moderated coefficient	Coefficient of determination	Correlation coefficient
12.57629	.193	.199	.447

Table 9. regression coefficient of determination

Index	Source	Sum of squares	Degree of freedom	Average of squares	F level	Significant level. sig
Regression effect		4650.352	1	4650.352	29.402	0.001
Remaining effect		18663.240	118	158.163		
Sum		23313.592	119			

Table 10. Summary of the regression analysis of job performance of employees through communicative dimension of social capital

Index	Beta coefficient		Standard beta coefficient	t ratio	Significant level. sig
	B	Standard error	Beta		
Fix amount	37.433	5.809		6.444	.000
Communicative dimension of social capital	.789	.146	.447	5.422	.000

Table 11. A variable that is entered to the regression equation

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Discussion and conclusion

According to the evidence and findings of the three hypotheses of study can refer to this important point that the more the structural, cognitive and communicative dimensions of employees' social capital increase, lead to improve their job performance and this point confirms the relationship between employees' social capital and their job performance.

Explanation and comparison in the field of results of hypotheses are, as follows; Results of first hypothesis showed that, the structural

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dimension of employees' social capital has increasing and positive impact on employees' job performance. The findings of this part of the research in researches of domestic and foreign scholars and researchers are consistent with some parts of findings and conclusions of research of scholars and researchers such as Asgari and colleagues (2013), Khodadeh Kashi (2013), T. Shokrizadeh (208), Mehrpooya (2007), as well as foreign researchers such as Boyas et al (2012) Greve, Benassi and Dag Sti (2010). The above researchers in their results and findings that have done on matters such as the relationship between perceived organizational support or social capital impact on job performance, have shown a correlation between these components, they have also reported variables such as social capital plays a positive role in developing as by increasing it to a considerable degree is added on topics such as job security feeling. Asgari et al (2013) have reported the more the organization will have more support from employees, this leads directly to increase employees' job performance and if organizational support is perceived from the employees, this feeling creates in employees that faced with problems, the organization will not abandon them and will support them. Boyas et al (2012) also have stated social capital is effective on employees' job performance and leads to reduce job burnout and stress of these individuals. Greve, Benassi and Dag Sti (2010), by the meaning that this dimension encompasses the relationship that people have with organization so attention to this dimension and strengthen it have a direct relationship with employees' job performance so one of the important issues that could lead to promotion of employees' job performance is the structural dimension of social capital.

According to the results of second hypotheses, cognitive dimension of employees' social capital has increasing and positive impact on employees' job performance. The findings of this part of the research in researches of domestic and foreign scholars and researchers are consistent with some parts of findings and conclusions of research of scholars and researchers such as Khomrniya as et al (2011Hezar Jaribi, et al (2011) Daluy, Alavi and Pourezzat (2008) Tahere Shokrizadeh (2008), Mehrpooya (2007), as well as foreign researchers such as Gelbard and Carmeli (2009) and research results of Bandiera et al. (2008), Cusack (1995). About cognitive dimension of social capital can be acknowledged that this dimension encompasses the participation of employees within a social network in one view, or common understanding among them; and includes cases such as the common language and codes and common narratives between them. So it seems the more the participations of employees is more as a result their job performance will be affected by these participations and as previous researchers have noted in their findings on matters such as the correlation between these components, they have reported variables such as cognitive dimension of social capital plays a positive role in the development of their organization as by increasing it is significantly added on issues such as better job performance of individuals. Finally, the results of third hypotheses showed, that communicative dimension of employees' social capital has increasing and positive impact on employees' job performance. The findings of this part of the research in researches of domestic and foreign scholars and researchers are consistent with some parts of findings and conclusions of research of scholars and researchers such as Asgari et al (2013), Hezar Jaribi, et al (2011) Daluy, Alavi and Pourezzat (2008), Mehrpooya (2007), as well as foreign researchers such as Boyas et al (2012) and Greve, Benassi and Dag Sti (2010), Tomas Kusak (1995), Lina and Ven Bern (1999). In the field of communicative dimension of social capital of employees and increasing and positive impact on their job performance can be pointed to the conclusion that another effective component is communicative dimension. In fact, this dimension encompasses the nature of relationship

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in an organization in other words, while the structural dimension is focused on this issue, whether employees in an organization are related to each other or not, the communicative dimension is focused on the nature and quality of these relationships. It can even be stated that the role of this dimension to other two dimensions of social capital in improving job performance of people is more pronounced and more effective.

According to what was said and the results of the research, attention to social capital and its relationship with job performance is one of the important concerns of employees and managers in the Forensic Medicine Organization that much of their mental energy of employees is spent to it and disregard it will be problematic for employees and managers.

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